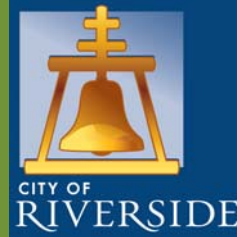


SPRING
TRIMESTER

HUMAN RESOURCES DEPARTMENT



LEARNING
REFERENCE

MULTIPLYING TALENT **M**OTIVATING EXCELLENCE **M**AXIMIZING POTENTIAL

M³P

HIGH PERFORMANCE
LEARNING CENTER

EM**P**OWERING SUCCESS



A Renaissance in Learning...

MULTIPLYING TALENT **M**OTIVATING EXCELLENCE **M**AXIMIZING POTENTIAL

M³P

HIGH PERFORMANCE
LEARNING CENTER

EM**P**OWERING SUCCESS

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S • H • I • E • L • D

FACILITATING A **S**AFE, **H**EALTHY, **I**NCLUSIVE, **E**NERGIZED, **L**INKED, AND
DIVERSE WORK ENVIRONMENT

SHIELD Certificate: Workplace Fundamentals

Information

Eligible Participants

- (1) New/recently hired employees.
- (2) All other employees.

*Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.*

Requirements

- Complete all core courses specified for this certificate program: 8 'in class' courses.

Total Duration

- 32 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.

Availability

- The full certificate program is offered once per trimester.
- 'New Employee Orientation' (NEO) is offered monthly (*note: if you have already completed NEO, you are eligible to receive an exemption from that course*).

Note: As of 2/14/08, seats are available for Spring Trimester.

Core Courses

NEW EMPLOYEE ORIENTATION (NEO)

Participants will learn:

- The basics of City business and expectations.
- The City's organizational structure and core values.
- An overview of relevant personnel matters such as harassment prevention, safety procedures, emergency management, payroll, and employee benefits.
 - Month 1, Session 1
 - Duration: 4 hours
 - **Mandatory** for all new benefited employees

CITY OF RIVERSIDE MISSION, VISION, AND VALUES/ WORKPLACE ETHICS

Participants will learn:

- How to apply the City's mission, vision, and values to daily work processes.
- The difference between individual versus business ethics, and organizational responsibility.
- Ways to practice ethical decision making.
- Tips for designing effective 'ethics initiatives'.
 - Month 1, Session 2
 - Duration: 4 hours

VALUING DIVERSITY

Participants will learn:

- How to increase your effectiveness in a highly diverse workplace.
- Ways to minimize conflict and increase understanding.
- How diversity impacts relationships within and between departments, and with residents and other stakeholders.
- Sexual harassment as defined by U.S. law.
- What you can do to prevent harassment.
- How to best respond to a harassment situation.
- The City's Harassment Prevention Policy.
 - Month 2, Session 1
 - Duration: 4 hours



S • H • I • E • L • D

FACILITATING A **S**AFE, **H**EALTHY, **I**NCLUSIVE, **E**NERGIZED, **L**INKED, AND **D**IVERSE WORK ENVIRONMENT

PREVENTING A HOSTILE WORK ENVIRONMENT

Participants will learn:

- How to read body language and other warning signs of potentially explosive situations.
- What to do when a person is angry or has an emotional outburst.
- When to get others involved.
- Effective contingent actions to use when dangerous threats exist.
 - Month 2, Session 2
 - Duration: 4 hours

RECOGNIZING SIGNS OF SUBSTANCE MISUSE

Participants will learn:

- Ten key facts about substance misuse based on current workplace trends and activities in the United States.
- How to observe and identify tell-tale signs of possible concern.
- Appropriate follow-up steps to protect the well-being of employees and co-workers.
- How the City's testing policy is applied.
 - Month 3, Session 2
 - Duration: 4 hours

STAYING ENERGIZED AT WORK

Participants will learn:

- To set clear, attainable goals - and achieve them.
- To debrief, reassess, and re-evaluate for results without guilt.
- To review achievements for self-motivation.
- Communication techniques that benefit you and the entire team.
- How to plan alternative actions that result in real gain.
 - Month 4, Session 2
 - Duration: 4 hours

WORKPLACE SAFETY/SEMS

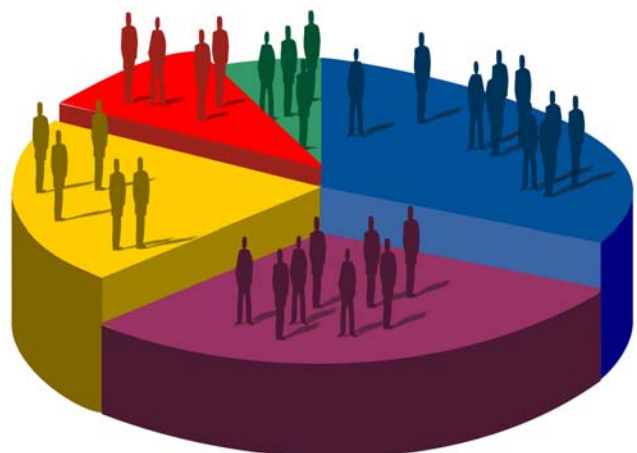
Participants will learn:

- Guidelines for a safer, healthier, and more productive work environment, including applicable laws and illness/injury prevention.
- An overview of employer/employee cost-benefit for a safe work environment.
- Essential aspects of the Standardized Emergency Management System (SEMS).
 - Month 3, Session 1
 - Duration: 4 hours

STRESS MANAGEMENT STRATEGIES

Participants will learn:

- The events and stressors that are known to cause the highest stress in the U.S.
- How nutrition, exercise, relaxation, and conflict resolution skills can reduce stress.
- How life management can lead to greater fulfillment, achievement, and longevity.
- Exercises (mental and physical) that will help you through stressful situations.
 - Month 4, Session 1
 - Duration: 4 hours



S • O • A • R

SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW
ESSENTIAL SKILLS

SOAR Certificate: Basic - Intermediate Skills Development

Information

Eligible Participants

- (1) Non-management employees.
- (2) Management Level I employees.
- (3) All other employees.

*Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.*

Requirements

- Complete all core courses specified for this certificate program: 8 'in class' courses.

Total Duration

- 32 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.

Availability

- The full certificate program is offered once per trimester.

Note: As of 2/14/08, there is no remaining availability for Spring Trimester.

Core Courses

PROVIDING OUTSTANDING CUSTOMER SERVICE

Participants will learn:

- Twelve elements of outstanding service.
- Four personality styles and how to effectively relate to each type of person.
- Ways to double your listening capacity.
- How to deliver a negative response without saying "NO".
 - Month 1, Session 1
 - Duration: 4 hours

BUSINESS WRITING AND GRAMMAR REFRESHER

Participants will learn:

- Report formats that are easy to follow.
- Do's and Don'ts of e-mail communications.
- How to ensure writing is clear, concise, and correct.
 - Month 2, Session 2
 - Duration: 4 hours

THE CHALLENGE OF CHANGE

Participants will learn:

- How to face your fears, reservations, and negative feelings when change is inevitable.
- Three steps for making suggestions to help change really work.
- How to support your boss during change, versus being a 'hidden rebel'.
- Ways to become a sponsor for positive change.
 - Month 1, Session 2
 - Duration: 4 hours

EFFECTIVE COMMUNICATION SKILLS I

Participants will learn:

- Fifteen easy listening techniques that will build relationships and improve performance.
- To use the 'Ouch System' to resolve miscommunication.
- How to see from the other person's perspective.
- How to avoid common poor communication habits.
 - Month 2, Session 1
 - Duration: 4 hours

S • O • A • R

SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW
ESSENTIAL SKILLS



7 HABITS OF HIGHLY EFFECTIVE PEOPLE® I

Participants will learn:

- How to improve your self-awareness.
- To improve effectiveness by practicing self-motivating strategies.
- The power of purposeful living.
 - Month 3, Session 1
 - Duration: 4 hours

7 HABITS OF HIGHLY EFFECTIVE PEOPLE® II

Participants will learn:

- How to develop solutions that benefit all parties.
- Why your advice is sometimes rejected.
- To find ways of implementing innovative ideas.
 - Month 3, Session 2
 - Duration: 4 hours

CRITICAL THINKING, ETHICS, AND VALUES FOR DECISION-MAKING

Participants will learn:

- How to make better decisions.
- What to do when feeling pressured by circumstances, people, or high expectations.
- How to assess situations more objectively.
 - Month 4, Session 1
 - Duration: 4 hours

PRACTICAL PROBLEM SOLVING

Participants will learn:

- A six-step creative problem solving process.
- Common pitfalls for problem solvers.
- How to identify and implement workable, 'never been thought of' solutions.
- How to gain management support.
 - Month 4, Session 2
 - Duration: 4 hours



S • O • A • R

SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW
ESSENTIAL SKILLS

SOAR Technology Certificate: Technical Skills Development

Information

Eligible Participants

(1) All employees.

*Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.*

Requirements

- Complete *any 6* of the SOAR Technology courses, utilizing any combination of courses and levels offered.
For example:
 - Word I, II, III and Excel® I, II, III.
 - Outlook® I and II, PowerPoint® I, II, III and Publisher.
- There is no assigned set of core courses specified for this particular certificate program.

Total Duration

- 42 hours (6 x 7 hour 'in class' course sessions) in 12 months.
- All course sessions are 7 hours in length.

Availability

- All SOAR Technology courses are offered at least once per year, and most are scheduled for multiple sessions throughout the year.

Note: As of 2/14/08, there is limited availability for Spring Trimester.



Courses



WORD II

- Introduces new skills using Word, including:
 - Create and use templates, headers, footers, tables, merged documents, and forms.

EXCEL® I

- Introduces beginner level users to basic capabilities of Excel, including:
 - Insert and edit rows and columns.
 - Copy and move cells.
 - Save, retrieve, and print spreadsheets.
 - Create effective formulas.

WORD I

- Provides the user with an introduction to Word and the necessary skills to create and edit documents, including:
 - Setup and page layout.
 - Enhance characters within a document.
 - Print a document.

WORD III

- Provides the competent Word user with skills to utilize advanced features, including:
 - Manage large documents.
 - Create tables of contents, figures, indexes, and macros.
 - Customize Word.

EXCEL® II

- Familiarizes users with database, charting, and other intermediate level features of Excel, including:
 - Create, sort, and query a database.
 - Customize the Excel work environment.
 - Create Excel macros.

S • O • A • R

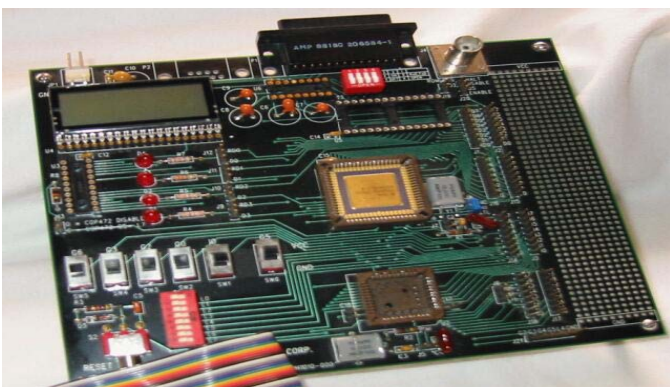
SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW
ESSENTIAL SKILLS

EXCEL® III

- Familiarizes users with advanced level charting, mapping, and other complex features of Excel, including:
 - Use map feature.
 - Manipulate figures with more advanced functions.
 - More complex Excel macros.

POWERPOINT® II

- Introduces users to intermediate capabilities of PowerPoint, including:
 - Insert, delete, rearrange, move, import, and copy slides.
 - Add graphics.
 - Edit and format 'Slide Master'.
 - Custom design templates.



POWERPOINT® I

- Introduces users to the basic capabilities of PowerPoint, including:
 - Utilize the PowerPoint menu.
 - Create presentations.
 - Create charts.
 - Run a slide show.

POWERPOINT® III

- Introduces users to advance capabilities of PowerPoint, including:
 - Create multimedia presentations.
 - Use equations.
 - Use advanced graphing features.
 - Deliver presentations in different media.

OUTLOOK® I

- Introduces users to the operations of Outlook, including:
 - Send and receive an e-mail.
 - Attach files.
 - Create, edit, and delete appointments.
 - Track tasks.
 - Create contacts.
 - Use 'Notes' and 'Journal'.

OUTLOOK® II

- Develops users' skills to perform more advanced functions of Outlook, including:
 - 'Calendar' and 'Tasks' techniques.
 - Process e-mails.
 - Track with 'Journal'.
 - Distribution lists.

PUBLISHER

- Provides the user with a basic understanding of Publisher, including:
 - Plan and design a flyer.
 - Work with the tool box.
 - Use page setup.
 - Create a graphic.
 - Understand and use Publisher menus.

S • M • A • R • T

SUPERVISORS' AND MANAGERS' AREAS OF RESPONSIBILITY
TRAINING

SMART Certificate Level 1: Essentials of Supervision/Management

Information

Eligible Participants

- (1) New/recently hired or promoted supervisors/managers.
- (2) Entry-level supervisors, and Management Level I employees with supervisory/staff management responsibilities.
- (3) Experienced supervisors/managers seeking a refresher/update.
- (4) Employees with no supervisory/staff management responsibilities who are looking to prepare themselves for future such opportunities, and who have been **specifically nominated** for this certificate program by their Department Head.

*Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.*

Requirements

- Complete all core courses specified for this certificate program:
 - 9 Self-Paced E-Course (SPEC) modules.
 - 4 SPEC Interactive - Follow-Up Discussion Group sessions.
 - 4 'in class' courses.

Total Duration

- 34 hours in 4 months.
- Per month:
 - 2 x 1 hour SPEC modules (plus an additional 2 hour SPEC module in month 4).
 - 1 x 2 hour SPEC Interactive session.
 - 1 x 4 hour 'in class' course session.

Availability

- The full certificate program is offered once per trimester.
- The SPEC modules (with the exception of 'Harassment Prevention for Supervisors/Managers') and SPEC Interactive sessions are *open to SMART Certificate Level 1 participants only* (i.e. they are not available as 'independent' modules for non-certificate participants).

Note: As of 2/14/08, only a waitlist remains available for Spring Trimester.

Core Courses

UNDERSTANDING YOUR NEW ROLE (SPEC)

Participants will learn:

- The many dimensions of being a supervisor/manager.
- How the job of supervisor/manager differs from that of an individual contributor.
 - Month 1, SPEC 1
 - Duration: 1 hour

WORKING THROUGH OTHERS (SPEC)

Participants will learn:

- The concept that managing is a people-focused activity.
- How to build positive relationships with employees you supervise/manage.
- How to identify your team's immediate needs.
- How to balance conflicting expectations.
 - Month 1, SPEC 2
 - Duration: 1 hour

KEY CITY POLICIES I and II (‘in class’)

Participants will learn:

- An overview of the City's policies, procedures, and resources, including those related to:
 - Classification and compensation.
 - Employee benefits and leave entitlements.
 - Employee training and development.
 - Workplace safety for supervisors.
 - ADA, EAP, FOIA.
 - Volunteers.
 - Recruitment and selection.
 - Performance evaluation.
 - Merit increases and promotion.
 - Employee and labor relations.
 - MOUs.
 - Personnel records.
 - Month 1, Session 1 and Month 2, Session 1, respectively
 - Duration: 4 hours per session

S • M • A • R • T

SUPERVISORS' AND MANAGERS' AREAS OF RESPONSIBILITY TRAINING

MANAGING PERFORMANCE (SPEC)

Participants will learn:

- Performance management basics.
- Skills essential for helping employees develop their capabilities.
- How to conduct a formal performance review.
 - Month 2, SPEC 1
 - Duration: 1 hour

MANAGING A GROUP (SPEC)

Participants will learn:

- How to evaluate interdependencies.
- How to establish positive norms and group processes.
- How to manage interpersonal conflicts.
 - Month 3, SPEC 1
 - Duration: 1 hour

ETHICAL MANAGEMENT ('in class')

Participants will learn:

- The best way to handle ethical dilemmas: avoid them in the first place.
- That ethics management is a process that requires modeling and maintenance.
- How to make ethical decisions in groups, and make them public if appropriate.
- To value forgiveness and the need to operate ethically in spite of mistakes.
 - Month 3, Session 1
 - Duration: 4 hours

NETWORKING WITH COLLEAGUES (SPEC)

Participants will learn:

- The concepts and benefits of building a network of individuals to help solve problems and share experiences.
- Skills essential for working effectively with peers.
 - Month 4, SPEC 2
 - Duration: 1 hour

MANAGING DIVERSITY ('in class')

Participants will learn:

- How to create policies and promote workplace practices that embrace different work styles.
- The business-focused reasons for valuing diversity.
- To empower employees to take responsibility for workplace diversity.
 - Month 4, Session 1
 - Duration: 4 hours

ORGANIZING RESOURCES, MEETINGS, AND TIME (SPEC)

Participants will learn:

- How to take control of administrative responsibilities associated with your new role.
- How to improve your meeting and time management skills.
 - Month 2, SPEC 2
 - Duration: 1 hour

SUPPORTING YOUR BOSS AND ORGANIZATION (SPEC)

Participants will learn:

- How to adapt your work style to accommodate your supervisor's/manager's style.
- How to understand the organization's goals.
- How to craft a vision for your team that supports the organization's goals.
 - Month 3, SPEC 2
 - Duration: 1 hour

HARASSMENT PREVENTION FOR SUPERVISORS/MANAGERS (SPEC)

Participants will learn:

- Federal laws regarding harassment.
- Consequences of harassment.
- How to prevent sexual harassment.
- How to handle sexual harassment claims.
- How to maintain a respectful workplace.
 - Month 4, SPEC 1
 - Duration: 2 hours

EVOLVING AS A MANAGER (SPEC)

Participants will learn:

- How to leverage existing strengths, broaden leadership skills, and think strategically about developing a career.
- The concepts and application of emotional intelligence in managing and leading others.
 - Month 4, SPEC 3
 - Duration: 1 hour

SPEC INTERACTIVE - FOLLOW-UP DISCUSSION GROUP

- A monthly facilitated discussion session covering that month's assigned SPEC modules.
 - Months 1 - 4, Session 2
 - Duration: 2 hours per month

S • M • A • R • T

SUPERVISORS' AND MANAGERS' AREAS OF RESPONSIBILITY
TRAINING

SMART Certificate Level 2: Leadership Development for Middle-Managers

Information

Eligible Participants

- (1) Management Level II employees with supervisory/staff management responsibilities.
- (2) All employees who have completed SMART Certificate Level 1 (refer to page 11).
- (3) Division Managers and above.

*Note: **Supervisor/Manager approval** is a pre-requisite for all participants.*

Requirements

- Complete all core courses specified for this certificate program: 8 'in class' courses.
- Per month: 2 x 4 hour 'in class' course sessions.

Total Duration

- 32 hours in 4 months.

Availability

- The full certificate program is offered once per trimester.

Note: As of 2/14/08, seats are available for Spring Trimester.



DECISION MAKING BEST PRACTICES

Participants will learn:

- Risk assessment.
- A six-step decision making process that enables you to organize and consider all available data.
- How to lead in a team-based decision.
 - Month 1, Session 2
 - Duration: 4 hours

BUILDING AN EFFECTIVE TEAM

Participants will learn:

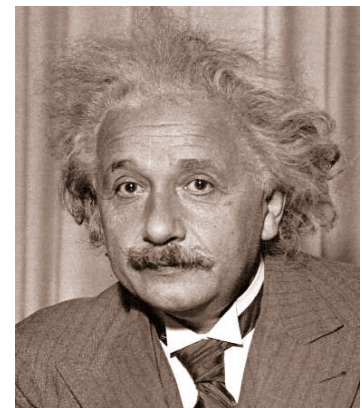
- How to accomplish results that only a team can achieve.
- How to keep team members involved and motivated.
- Ten ways to keep team discussions moving and on track in a meeting.
- Three proven ways to bring a wayward team member 'back into the fold'.
 - Month 2, Session 1
 - Duration: 4 hours

Core Courses

EFFECTIVE LEADERSHIP: LEADERSHIP STYLES, FUNCTIONS, AND SUCCESSFUL STRATEGIES

Participants will learn:

- How to self-assess your leadership skill set.
- The skills and knowledge needed to succeed and advance.
- To practice skills in reality-based simulations.
 - Month 1, Session 1
 - Duration: 4 hours



S • M • A • R • T

SUPERVISORS' AND MANAGERS' AREAS OF RESPONSIBILITY TRAINING

EFFECTIVE COACHING AND MENTORING

Participants will learn:

- Three principles to apply in every coaching discussion.
- Critical elements that influence behavioral change.
- The power of positive reinforcement.
- How to handle others' emotions and anger.
 - Month 2, Session 2
 - Duration: 4 hours



PERFORMANCE EVALUATION

Participants will learn:

- The process for evaluating employee performance.
- Appropriate documentation procedures.
- To conduct an effective performance evaluation meeting.
- Common discrimination tendencies.
 - Month 3, Session 1
 - Duration: 4 hours

INTERVIEWING, RECRUITMENT, AND SELECTION

Participants will learn:

- How to ensure a fair and equitable selection process is conducted for all candidates.
- Legal implications of interviewing and selection.
- How to prepare for and conduct interview panels.
- The City's pre-employment procedures and hiring process.
 - Month 4, Session 1
 - Duration: 4 hours

NEGOTIATING FOR RESULTS

Participants will learn:

- How to establish long-term relationships versus one shot deals.
- The skills of a good negotiator.
- What to do when a person goes over your head.
 - Month 4, Session 2
 - Duration: 4 hours

EMPLOYEE RELATIONS

Participants will learn:

- The fundamentals of progressive discipline and relevant considerations for determining levels of discipline.
- The Skelly process.
- The City's disciplinary policy and process.
- Documentation and file building for employee discipline.
- Guidelines for preparing disciplinary memos.
- Conducting a disciplinary interview.
- Grievance procedures and employment termination policies.
 - Month 3, Session 2
 - Duration: 4 hours



PACE Certificate Level 1: Advanced Career Development

Information

Eligible Participants

- (1) Employees below Division Manager level who have been **specifically nominated** for this certificate program by their Department Head.
- (2) Division Managers and above (nomination by Department Head is not necessary).

*Note: **Supervisor/Manager approval** is a pre-requisite for all participants.*

Selection Process

- Waived for SPRING 2008

Requirements

- Complete all core courses specified for this certificate program:
 - 5 Self-Paced E-Course (SPEC) modules.
 - 4 SPEC Interactive - Follow-Up Discussion Group sessions.

Total Duration

- 19 hours and 45 minutes in 4 months.
- Per month:
 - 1 - 2 SPEC modules totaling 2 - 4.5 hours.
 - 1 x 2 hour SPEC Interactive session.

Availability

- The full certificate program is offered once per trimester.
- The SPEC modules will be made available to participants upon enrollment in the certificate program. *Note: Participants are expected to complete each month's assigned SPEC modules prior to that month's SPEC Interactive session.*
- Participants are strongly encouraged to register for and complete PACE Certificate Level 1 and PACE Certificate Level 2 (refer to page 15), in (or as near as possible to) consecutive trimesters. All employees below Division Manager level must complete PACE Certificate Level 1 first. Division Managers and above may complete either certificate program first.

Note: As of 2/14/08, seats are available for Spring Trimester.

Core Courses

SELF MANAGEMENT

Participants will learn:

- To set goals, gain direction and support to achieve these goals, and manage relationships more effectively.
- To overcome obstacles and take initiative to build new skills.
- How to become confident and proficient, and negotiate for more authority.
- How to identify your competence and commitment level on any task or goal.
- To identify and proactively seek the direction and support you need to excel in your organization.
 - Month 1, SPEC 1
 - Duration: 4 hours 30 minutes

PARTNERING FOR RESULTS

Participants will learn:

- To understand and successfully develop internal and external partnerships.
- The factors that contribute to successful relationships.
- How to overcome obstacles to partnerships.
- An action plan to ensure success and mitigate potential factors leading to failure for the partnership.
- How to apply techniques for leveraging partnerships.
 - Month 2, SPEC 1
 - Duration: 2 hours 30 minutes

RESOLVING INTERPERSONAL ISSUES

Participants will learn:

- Fundamental communication skills to better address interpersonal issues and build powerful working relationships.
- To develop effective working relationships on trust with co-workers.
- To solve problems more efficiently.
- To surface and address conflict in a productive manner without damaging relationships with others.
 - Month 3, SPEC 1
 - Duration: 2 hours 30 minutes

NAVIGATING CHANGE

Participants will learn:

- To recognize and address the internal interactions associated with change in order to guide yourself through any organizational change.
- Four key principles for dealing with workplace change.
- The signs of each phase of transition, and to identify appropriate actions you can take.
- How to develop a plan to successfully manage your own transition.
 - Month 4, SPEC 1
 - Duration: 1 hour 30 minutes



VIRTUAL TEAMS

Participants will learn:

- A new outlook on working remotely by exploring virtual teams and their unique characteristics.
- A framework for effectively working in or with remote teams.
- Technologies and techniques for working on a virtual team using the 'Virtual Connections Model'.
 - Month 4, SPEC 2
 - Duration: 45 minutes

SPEC INTERACTIVE - FOLLOW-UP DISCUSSION GROUP

- A monthly facilitated discussion session covering that month's assigned SPEC module(s).
 - Months 1 - 4, Session 1
 - Duration: 2 hours per month

PACE Certificate Level 2: Dynamic Organizational Leadership Development

Information

Eligible Participants

- (1) Division Managers and above.
- (2) All employees who have completed PACE Certificate Level 1 (refer to page 15).

*Note: **Supervisor/Manager approval** is a pre-requisite for all participants.*

Selection Process

- Waived for Spring 2008.

Requirements

- Complete all core courses specified for this certificate program:
 - 9 Self-Paced E-Course (SPEC) modules.
 - 4 SPEC Interactive - Follow-Up Discussion Group sessions.

Total Duration

- 31 hours and 15 minutes in 4 months.
- Per month:
 - 1 - 3 SPEC modules totaling 5 - 7 hours.
 - 1 x 2 hour SPEC Interactive session.

Availability

- The full certificate program is offered once per trimester.
- The SPEC modules will be made available to participants upon enrollment in the certificate program. *Note: Participants are expected to complete each month's assigned SPEC modules prior to that month's SPEC Interactive session.*
- Participants are strongly encouraged to register for and complete PACE Certificate Level 1 (refer to page 13), and PACE Certificate Level 2 in (or as near as possible to) consecutive trimesters. All employees below Division Manager level must complete PACE Certificate Level 1 first. Division Managers and above may complete either certificate program first.

Note: As of 2/14/08, seats are available for Spring Trimester.



Core Courses

SITUATIONAL LEADERSHIP® II

Participants will learn:

- Leadership skills that help you develop your employees' competence, commitment, and productivity.
- How to match your leadership style to your employees' development level.
- The three core skills of a 'Situational Leader': diagnosis, flexibility, and partnering for performance.
 - Month 1, SPEC 1
 - Duration: 6 hours

FORGING BREAKTHROUGHS

Participants will learn:

- Tools necessary to produce high quality solutions to complex business challenges.
- To examine thought processes in order to identify individual assumptions.
- To develop new perspectives and alternative approaches in complex situations.
- To engage your colleagues productively and synthesize multiple perspectives.
- The impact of various thought processes on business practices and successes.
 - Month 2, SPEC 1
 - Duration: 3 hours 30 minutes

MANAGING CHANGE

Participants will learn:

- The leadership skills needed to mobilize employee support for change initiatives.
- The seven principles of transition management.
- How to create a transition monitoring team to track progress and collect feedback.
 - Month 2, SPEC 2
 - Duration: 1 hour 30 minutes

HIGH IMPACT HIRING

Participants will learn:

- A performance-based strategy for quickly and successfully selecting the right talent for your organization.
- To identify competence and performance potential among job candidates, and select high-performing talent faster.
- To create a personalized hiring system that is objective, valid, reliable, and repeatable.
- How to eliminate unfair or illegal hiring practices.
 - Month 3, SPEC 1
 - Duration: 2 hours 30 minutes

OPTIMIZING TEAM PERFORMANCE

Participants will learn:

- The three dimensions of any team: challenge, work style, and leadership approach.
- How and when to adjust work style and leadership approach to achieve optimal team performance.
- How to move a team forward when it loses momentum.
 - Month 4, SPEC 1
 - Duration: 2 hours 30 minutes

TECHNOLOGY AND INNOVATION

Participants will learn:

- To embrace the opportunities and challenges presented by technological change and create an environment that encourages and supports innovation.
- The effects of technological change and how certain emerging technologies will impact your future.
- How to assess the innovation potential of your group.
- Leadership techniques to nurture a more innovative culture.
 - Month 4, SPEC 3
 - Duration: 1 hour 45 minutes

SPEC INTERACTIVE - FOLLOW-UP DISCUSSION GROUP

- A monthly facilitated discussion session covering that month's assigned SPEC module(s).
 - Months 1 - 4, Session 1
 - Duration: 2 hours per month

REFRAMING CHANGE

Participants will learn:

- To recognize and understand the three-phase internal transition process that accompanies workplace change.
- To experience change with minimal stress and anxiety.
- To reframe change as an opportunity for innovation, teamwork, and personal excellence.
- To manage the effects of change on personal productivity by addressing the emotional impact of changing conditions.
 - Month 2, SPEC 3
 - Duration: 45 minutes

RETAINING TALENT

Participants will learn:

- The skills needed to keep your key employees engaged and prevent them from leaving the organization.
- To describe the factors that contribute to employee commitment.
- To work with individual direct reports to select and implement the right retention strategies.
- To conduct a career advancement conversation.
- To proactively address attrition triggers with teams and individuals.
 - Month 3, SPEC 2
 - Duration: 2 hours 15 minutes

BUILDING COMMUNITY

Participants will learn:

- To transform the work environment into one that values respect and cooperation, and encourages a diversity of views and people.
- To build meaningful relationships with your co-workers that support the goals of your organization.
- To unite your organization through diversity, innovation, and collaboration.
 - Month 4, SPEC 2
 - Duration: 2 hours 30 minutes





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Registration Information for Certificate Programs

1. To **register** for a **certificate program**, please fill out the applicable registration form enclosed or available at www.riversideca.gov/human/m3p. Please ensure that you fully satisfy the 'Eligible Participants' conditions relevant to your chosen program, including Supervisor/Manager approval, and if required, your Department Head's nomination.
2. **Send** your completed registration form to the M³P High Performance Learning Center, Human Resources Department, 3780 Market St., Riverside 92501, or via Fax: 951-826-2552. Forms must be received at least *10 business days* prior to the commencement of the trimester for which you are registering. However, subject to availability, late registration may be possible.
3. If your registration is accepted, you will be **automatically enrolled** into ALL course sessions necessary for your chosen certificate program and scheduled in the trimester for which you are registering. Prior to submitting your completed registration form, please ensure your *likely* availability to attend ALL required sessions.
4. For **schedule details**, please refer to page 20 for a quick reference calendar or www.riversideca.gov/human/m3p for a comprehensive, up-to-date online calendar.
5. If you are **unable to attend** any particular session, it is *your responsibility* to contact the M³P High Performance Learning Center (Ph: 951-826-5269 or E-mail: m3p@riversideca.gov), at least *5 business days* prior to that session, to make alternative arrangements. Failure to do so may incur a *cancellation fee* of \$50 charged to your Department. However, exceptional circumstances will be given due consideration.
6. In the event of **over-subscription** for an entire certificate program, the additional participants (as determined by the order in which registration forms are received by M³P High Performance Learning Center), will be placed on a waiting list for the next scheduled offering of that complete program. Generally, this will be in the subsequent trimester. However, based on the demand for particular programs as well as on available resources, multiple sessions may be offered in the same trimester for all courses within that program. Please check the online calendar at www.riversideca.gov/human/m3p regularly for any updates.
7. You will usually be advised of your **enrollment status** at least *5 business days* prior to the commencement of the trimester for which you are registering.

Special Notes

Note 1: Re: **SHIELD Certificate** – if you have already completed *New Employee Orientation* (NEO), you are eligible for an exemption from this course. If you wish to request this exemption, please check the designated box on your registration form.

Note 2: **SOAR Technology** – to register, please use the 'Registration form for SOAR Technology participants'.

Note 3: Re: **SMART Certificate Level 1 and PACE Certificates** – upon enrollment in any of these certificate programs, all necessary details for accessing the relevant SPEC modules will be forwarded to you via e-mail.

Other Useful Information

Training Venues

For the 2008 Spring Trimester:

- All SOAR Technology course sessions will be held in the Human Resources Department's Computer Training Room.
- All other 'in class' course sessions and SPEC Interactive sessions will be facilitated in the Human Resources Department's Large Conference Room.
- SPEC Modules should be completed as assigned, during office hours, at your workstation or at any other suitably convenient location.

Locations:

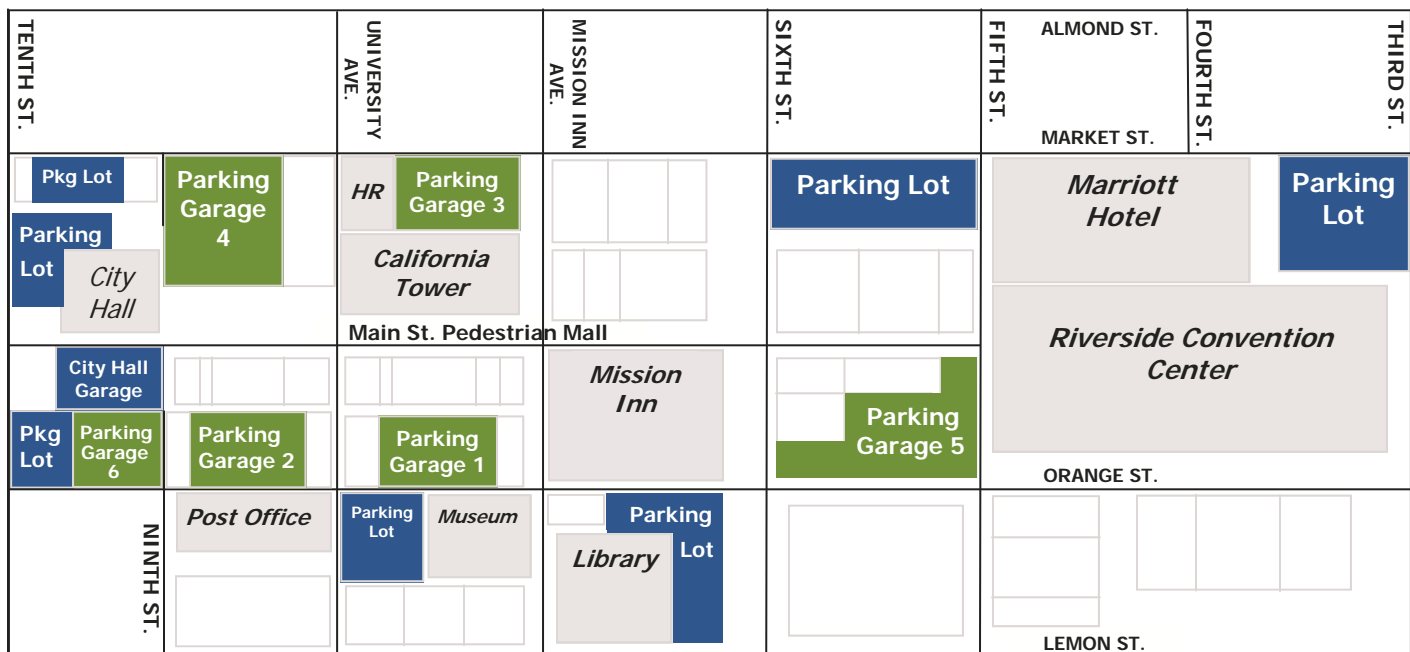
Human Resources Department: 3780 Market St., Riverside 92501.
(On the corner of Market St. and University Ave.)

Note: All venue and schedule information is subject to change. Please check the online calendar at www.riversideca.gov/human/m3p regularly for any updates.

Parking Information

For training sessions conducted at the Human Resources Department, please refer to the map on the adjoining page for parking options, and also note the following:

- The M³P High Performance Learning Center will validate parking at **Garages 1, 2, and 6 only**. However, if you hold a disabled placard or disabled plates, you may also park with validation in Garage 3, which is directly above the Human Resources Department.
- Free parking is available at the corner of 3rd St. and Market St.
- On-street metered parking is limited to 1 hour in most locations.
- City employees working downtown near the Human Resources Department are encouraged to walk if possible.



NOTE: MAP IS NOT TO SCALE



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Other Useful Information Continued

Course Exemptions

If you are a participant in a certificate program and believe that you may have previously completed a course that is similar to a core course required within your program, you may be eligible for a course exemption. If you wish to request such an exemption, please contact the M³P High Performance Learning Center at Ph: 951-826-5269 or E-mail: m3p@riversideca.gov for your request to be assessed.

Graduation Ceremony

After the conclusion of each trimester, a graduation ceremony will be held to acknowledge all participants who have successfully completed certificate programs within that trimester. Graduates will be presented with a commemorative certificate in honor of their achievement by City officials.

Important Note

Participation in any programs or courses offered by the M³P High Performance Learning Center **neither implies nor guarantees** a resulting increase in salary or wages... but it will aid greatly in the development of your skills and career!



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Quick Reference Calendar*

2008 Spring Trimester

March 2008 - June 2008

March

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
							1
	2	3	4	5	6	7	8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
	30	31					

April

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4	5
	6	7	8	9	10	11	12
	13	14	15	16	17	18	19
	20	21	22	23	24	25	26
	27	28	29	30			

May

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2	3
	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	31

June

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6	7
	8	9	10	11	12	13	14
	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29	30					

SHIELD

SOAR

SOAR Technology

SMART Level 1

SMART Level 2

PACE Level 1

PACE Level 2

Holidays = Only for Refuse

* This is a schedule overview of monthly allocated 'in class' certificate core courses, SPEC Interactive sessions, and SOAR Technology courses only. This schedule is subject to change. Please refer to www.riversideca.gov/human/m3p for a comprehensive, up-to-date online calendar, including additional core course sessions and 'stand alone' courses offered.

MULTIPLYING TALENT **M**OTIVATING EXCELLENCE **M**AXIMIZING POTENTIAL

M³P

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Contact Details

Website: www.riversideca.gov/human/m3p

Address: 3780 Market St., Riverside 92501

E-mail: m3p@riversideca.gov

Phone: 951-826-5269

Fax: 951-826-2552

Fuel injected learning for **high performance** output!

